

**DRAFT//WORKING COPY-7FEB19**

#	RECOMMENDATION	RRSG-Level Tier	ORIGIN	IMPLEMENTATION DATE	OPR LEAD
<b>COMMAND AND CONTROL (N3/N5)</b>					
<b>CC1</b>	SN direct a "clean sheet" review of the administrative chain of command in the Navy to best and most efficiently organize and man headquarters to generate sustainable readiness. In addition to holding to the command and control core principles.	1	SRR 2.5.1	21-May-2018	OPNAV N3N5
<b>CC2</b>	Provide Type Commanders with clear responsibility and accountability for force generation, especially for training and developing and certifying mission readiness for tasking.	1	SRR 2.5.1.a	15-Jan-2019	OPNAV N3N5
<b>CC3</b>	Relocate the three "Lead" Type Commander positions under US Fleet Forces Command to provide better focus on overall fleet readiness generation.	2	SRR 2.5.1.b	N/A	OPNAV N3N5
<b>CC4</b>	Consolidate the three subordinate "Follow" platform Type Commanders under the US Pacific Fleet, to focus solely on readiness management and enforcing established standards.	2	SRR 2.5.1.c	N/A	OPNAV N3N5
<b>CC5*</b>	Reduce the number of staff headquarter layers and manning to improve "bottom up" situational awareness of readiness through shortened chains of command and reduced infrastructure for management oversight and compliance regimes. Specifically, disestablish Commander Pacific Fleet Detachment Commander Naval Surface Group Western Pacific. Realign these billets to Afloat Training Groups or Destroyer Squadrons, in order to focus talent on fundamentals and developing mastery of the naval profession.	1	SRR 2.5.2	N/A	OPNAV N3N5
<b>CC6</b>	Re-establish Commander US Second Fleet as the operational and training fleet commander, under US Fleet Forces Command, and symmetric to US Third Fleet, to reduce overlap between administrative and operational responsibilities, and better respond to the changing security environment.	1	SRR 2.5.3	6-Aug-2018	OPNAV N3N5

CC7	Disestablish and absorb US Fourth Fleet functions into a re-established US 2nd Fleet, similar to the US Sixth Fleet construct. Establish task forces as needed to execute operations for US Naval Forces Southern Command, when Navy forces are temporarily allocated or assigned.	1	SRR 2.5.4	N/A	OPNAV N3N5
CC8	Create a simplified means for surface ship Commanding Officers to have direct access to their respective fleet Type Commander in a way that gives the Type Commanders adequate visibility into the facets of readiness generations that matter most. The goal should be to provide the Type Commanders with a thorough understanding of the actual material, manning, training and logistic readiness of the ship for which they are responsible. This should be informed the process used by Naval Reactors for aircraft carriers and submarine Commanding Officers.	2	SRR 2.5.5	31-May-2018	CNSF
CC9*	Evaluate the current alignment of SRF and JRMC to Commander, U.S. Pacific Fleet and determine if changes in owner/operator structure are needed.	3	CR 6.3.1.8	22-Oct-2018	CPF
CC10*	Permanently establish Naval Surface Group Western Pacific as an Echelon IV, Immediate Superior in Command administrative headquarters responsible for maintaining, training, and certifying FDNF Japan ships. Evaluate establishing a similar activity in Rota, Spain and Everett, Washington.	3	CR 6.3.1.3	31-Mar-2019	CPF
CC11	Establish a single Echelon II higher headquarters responsible for the readiness generation of all Navy forces.	1	CR 6.3.2.3	15-Jan-2019	OPNAV N3N5

## OPERATIONS (N3/N5)

OP1*	Set a "Readiness Standard" for operating forces that is achievable and strictly enforce it.	1	SRR 1.4.2.a	1-Nov-2018	CNSF
OP2	Ensure Navy leaders are fully aware of the consequences of their decisions regarding near and long-term readiness and operations.	1	SRR 1.4.2.b	TBD	N3N5
OP3*	Adopt a Training and Readiness matrix (similar to the aviation Training and Readiness matrix) to define what each ship must accomplish in each phase of training, the number of times it has to be demonstrated, how many times it can be simulated, and what the external grading criteria are for meeting the requirements for each level of certification.	1	SRR 4.4.3	1-Nov-2018	CNSF

OP4*	Develop effective measures of overall ship readiness that accurately describe what is necessary to achieve and maintain certification in each warfare area.	1	SRR 4.4.3.a	1-Nov-2018	CNSF
OP5	Establish the Global Force Management availability as the maximum supportable peacetime force and limit additional demands for forces to the redeployment of existing Navy assets among theaters rather than using non-deployed, unready forces. a. Alternatively, withhold a greater number of ready forces from the force allocation process to be used to respond to emergent requirements.	1	SRR 1.4.3	31-Jan-2018	OPNAV N3N5
OP6	Evaluate existing "redlines" policy with respect to navigation, RADAR, steering, and propulsion systems.	1	CR 6.3.2.4	2-Mar-2018	CNSF
OP7*	Cancel all existing Risk Assessment Mitigation Plans until all Ready for Sea Assessments are complete.	2	CR 6.3.1.4	31-Dec-2017	CPF
OP8*	Evaluate the utility of the RAMP process as a risk management tool and make changes as appropriate.	2	CR 6.3.1.5	31-Dec-2017	CPF



OP9*	Conduct comprehensive Ready for Sea Assessments to determine the material and operating readiness for all Japan-based ships.	1	CR 6.3.1.2	28-Feb-2018	CNSF
OP10	Evaluate the OPTEMPO requirements applicable for forward-deployed units and revise control measures to account for the unique operational cycles for FDNF.	1	CR 6.3.1.7	28-Feb-2019	OPNAV N3N5
OP11	Sixth Fleet continue efforts to preserve current patrol schedule (four month on/four month off) despite frequent RFFs.	3	IG report to SECNAV & CNO (01DEC18)	Removed	CNE/C6F
OP12	Evaluate all current operational requirements in the Western Pacific and prioritize operations with available resources. If assigned forces capacity is not sufficient to source the requirement utilize the Global Force Management process to request additional support.	1	CR 6.3.2.6	28-Feb-2018	CPF
OP13	Fully implement the optimized fleet response plan and develop and implement a sustainable operational schedule for all ships homeported overseas.	1	GAO-17-809T & GAO-15-329	TBD	USFF/CPF
P14	Make any necessary adjustments to overseas presence based on the overseas homeporting assessment, and reassess risks when making future overseas homeporting decisions and developing future strategic laydown plans.	1	GAO-17-809T & GAO-15-329	28-Feb-2018	OPNAV N3N5
P15	Develop a force generation model for ships based in Japan that addresses the increasing operational requirements, preserves sufficient maintenance and training time, and improves certification accomplishment.	1	CR 6.3.1.1	29-Dec-2017	CPF

OP16*	Evaluate and recommend a maintenance and modernization scheme for all Yokosuka-based ships that takes into account the operational requirements, the training, SRF & JRMCM and industrial base capacity and make recommendations for improvement.	2	CR 6.3.1.6	18-Jun-2018	CNSF
OP17	Restore the SEVENTH FLEET deliberate employment scheduling process to improve operational planning and risk management.	1	CR 6.3.2.1	23-Mar-2018	CPF/C7F
OP18	Develop a comprehensive assessment of the long-term costs and risks to the surface and amphibious fleet associated with increasing reliance on overseas homeporting to meet presence requirements.	3	GAO-17-809T & GAO-15-329	7-Feb-19	N81
OP19	Identify external factors that may impact readiness recovery plans, including how they influence the underlying assumptions, to ensure that readiness rebuilding goals are achievable within established time frames.	2	GAO-17-809T & GAO-16-841	31-Dec-18	N83
OP20	Numbered Fleet Commanders establish appropriate policies for surface ships to actively transmit and use Automatic Identification Systems (AIS) when transiting high traffic areas. Consider if similar guidance is needed for submarines.	3	CR 7.3.5	10-Aug-2018	FLT CDMRs
OP21*	Survey ships with integrated Bridge systems for feedback and lessons learned.	3	CR 7.3.10	30-Mar-18	NAVSEA

OP22*	Update and define the Bridge and CIC watchstation requirements during all operating conditions in the SORM, NAVDORM, and EDORM.	3	CR 7.3.14	9-Nov-2018	CNSF
OP23*	Standardized Standing Orders and Battle Orders.	2	SURFOR	8-Aug-2018	CNSF
OP24	Immediately develop and release a fleet advisory on safe and effective operation for all variants of ship's steering systems in all modes of operation.	2	CR 7.3.7	31-Jan-2018	NAVSEA
OP25	Develop metrics for measuring interim readiness rebuilding progress at specific milestones against identified goals.	3	UNKN	Removed	N8
OP26*	Establish and utilize near miss reporting processes to share lessons across the surface force. Implement a near miss/close call critique process to support identification and mitigation of underlying hazards and vulnerabilities that contribute to operational risk, including Human Factors analysis.	2	CR 8.3.1.1	19-Jul-2018	CNSF

### FISCAL DISCONNECT (FM&C)

FD1	Establish a better fiscal balance among the requirements for the operating tempo of the existing fleet, maintenance and material reset, required training and manning and the resources necessary to accomplish these functions.	1	SRR 4.4.1	31-Dec-2017	FLT CMDRs
FD2	Seek to extend the expiration of the Operations and Maintenance, Navy appropriation from Congress – either by getting language that begins the 1-year appropriation life at enactment; or by proposing 2-year Operations and Maintenance, Navy appropriation life to accommodate the habitual practice of continuing resolutions.	2	SRR 4.4.2	31-Mar-2018	FMB

<b>FD3*</b>	Implement a maintenance standard that returns to longer depot maintenance periods rather than the current continuous maintenance philosophy to deal more efficiently with the impacts of emergent work and work delays	2	SRR 4.4.4	31-May-2018	NAVSEA
<b>FD4*</b>	Create a means to articulate more comprehensive work packages	3	SRR 4.4.4.a	31-May-2018	NAVSEA
<b>FD5</b>	Reinstitute a ship-check validation process.	3	SRR 4.4.4.b	31-May-2018	NAVSEA
<b>FD6</b>	Establish comprehensive readiness rebuilding goals to guide readiness rebuilding efforts and a strategy for implementing identified goals, to include resources needed to implement the strategy.	NO DATA	?	Removed	NAVSEA
<b>FD7</b>	Conduct design and procedural reviews to reassess all variations of Bridge control systems in the fleet with focus on the complexity, suitability of human machine interfaces, and reliability of the underlying safety-critical control systems for thrust and steering.	3	CR 7.3.11	31-Mar-2018	NAVSEA
<b>FD8</b>	Improve stand-alone commercial RADAR and situational awareness piloting equipment through rapid fleet acquisition for safe navigation. Identify, acquire, install and provide the maintenance and training support, for an appropriately positioned common commercial RADAR system on all surface ships. Remove existing non-supported commercial RADARs and establish policy preventing installation of commercial sensors without authorization.	3	CR 7.3.3	31-Jan-2019	CNSF
<b>FD9</b>	Develop standards for including human performance factors in reliability predictions for equipment modernization that increases automation.	3	CR 7.3.13	31-Mar-2018	NAVSEA
<b>FD10</b>	Accelerate plans to replace aging military surface search RADARs and electronic navigation systems. Fully fund development and implementation of Next Generation Surface Search RADAR.	3	CR 7.3.2	31-Dec-2017	NAVSEA

FD11	Accelerate plans to transition to ECDIS-N versions 9.4 and greater on all ships with hardware that secures its connection and allows full AIS integration. In the interim, NAVSEA and Type Commanders should jointly develop ship specific guidance on how to configure and operate ECDIS-N, RADARs, and AIS to maximize reliable situational awareness, reduce cyber vulnerability, and best meet the intent of IMO standards.	3	CR 7.3.9	31-Dec-2017	NAVSEA
FD12	Consolidate responsibility and authority for Bridge system modernization and improve methods for human systems integration. Establish a single authority responsible for all Bridge system operational requirements aligned with a single engineering authority responsible to the Navy for management of the Bridge and Combat Information Center systems as an integrated control room over the life of each ship class.	3	CR 7.3.1	30-Sep-2018	CNSF/FLT CMDRS
FD13	As an immediate aid to navigation, update AIS laptops or equip ships with hand-held electronic tools such as portable pilot units with independent ECDIS and AIS.	3	CR 7.3.8	28-Feb-2019	CNSF
FD14	Conduct regular management reviews that include all relevant stakeholders to oversee implementation of the plan, review metrics, assess the progress made toward the goal, and make adjustments, as necessary, to ensure that the goal is attained.	1	GAO-17-548	28-Feb-2018	FMB
FD15*	Develop a comprehensive plan for shipyard capital investment that establishes the desired goal for the shipyards' condition and capabilities, an estimate of the full costs to implement the plan, addressing all relevant requirements, external risk factors, and associated planning costs; and metrics for assessing progress toward meeting the goal that include measuring the effectiveness of capital investments.	2	GAO-17-548	28-Feb-2018	CNIC
FD16	Evaluate an ordnance pier for Spanish/US Naval Forces as a MILCON project	3	IG	Removed	CNIC
FD17	Fund unfunded MILCON projects remaining in FDNF-E Rota, specifically additional ship berthing, small boat facilities for port security, expeditionary facilities.	3	IG	Removed	CNIC
<b>GOVERNANCE</b>					
G1	Seek relief, in coordination with OSD, from excessively detailed external oversight and reporting requirements.	2	SRR 5.3.2	13-Apr-2018	OLA

G2	Seek legislation to relax Goldwater-Nichols Act promotion requirements by lowering the require percentage of joint qualified officers. In the absence of relaxed legislation, take maximum advantage of the waiver provisions in the Goldwater-Nichols Act. Simultaneously, work with OSD and the Joint Staff to reduce the number of staff tour billets, particularly officer billets, outside the Department of the Navy.	2	SRR 3.3.1.a	18-Aug-2018	M&RA
G3	Amend Defense Officer Personnel Management Act related statutes and policies to allow SECNAV retain a modest number of qualified LTs and LCDRs to serve extended careers without convening boards for their selection and annual retention	2	SRR 3.3.1.b	18-Aug-2018	M&RA
G4	Amend Defense Officer Personnel Management Act related statutes and policies to remove Limited Duty Officers from control grade table strengths (O4 to O6) and allow the Navy to build more deep naval expertise	2	SRR 3.3.1.c	18-Aug-2018	M&RA
G5	Provide regular reporting to key decision makers and Congress on the progress the shipyards are making to meet the goal of the comprehensive plan, along with any challenges that hinder that progress, such as cost. This may include reporting on progress to reduce their facilities restoration and modernization backlogs, improve the condition and configuration of the shipyards, and recapitalize capital equipment.	2	GAO-17-548	28-Feb-2018	NAVSEA
G6	Submit a tightly drawn legislative proposal to delineate clearly the responsibility, authority and accountability of Service Chiefs to declare an asset unavailable due to readiness shortcomings. As warfighting capacity and readiness are complimentary, this recommendation does not imply reducing warfighting capacity while placing greater attention on readiness. The proposed legislation should require SecDef to adjudicate disagreements between the Service Chiefs and Combatant Commanders.	2	SRR 5.3.1	18-Aug-2018	N3/N5
G7	Condition Congressional and Executive Branch leaders to accept that the higher cost and time to achieve established readiness standards will mean less Navy presence worldwide	2	SRR 1.4.1	28-Feb-2018	ASN (M&RA)

## INDUSTRY BEST PRACTICES & LEARNING CULTURE

IND1	Instill a culture that recognizes and rejects the "normalization of deviation" by not defaulting to consuming readiness in favor of operations.	1	SRR 1.4.2	30-Sep-2019	CNR
IND2	SECNAV and CNO, with the support of MCPON, must personally lead the Navy to a forward-looking learning culture. The authorities required to lead this change are directly resident within the positions of SECNAV and CNO	2	SRR 6.3.1	30-Sep-2019	CNR
IND3	Create a forward-looking learning culture built upon systemic data analyses focused on leading indicators acquired throughout the Navy.	1	SRR 6.3.2	30-Sep-2019	CNR



IND4	Employ system dynamics modeling and simulation, projected over a protracted time, to assess the potential systemic effects of policies and force planning that impact the system-of-systems identified in the SRR.	2	SRR 6.3.3	30-Sep-2019	CNR
IND5	Develop a SWO Ethos to focus fleet expectations on the results of the CR and SRR. Specific example: "Develop Sailors who are both Professional Mariners and Warriors"	2	?	Removed	CNSF
IND6	Improve use of DEOCs surveys to summarize data trends at DESRON, AIRWING, SUBRON and up to the numbered Fleet Level - use to assess effectiveness of CR actions.	2	IG	30-Sep-2019	CNR
IND7*	Perform a baseline review of all inspection, certification, assessment and assist visit requirements to ensure and reinforce unit readiness, unit self-sufficiency, and a culture of improvement. The goal of this review should be to reduce the overall burden on ships by eliminating low value engagements and refocus remaining actions on validating unit readiness, unit self-sufficiency, and improvement.	2	CR 7.3.4	28-Feb-2018	CNSF
IND8	Improve Navy Safety Center and fleet and force headquarters safety programs and data analysis to provide predictive operational safety and risk information.	1	CR 8.3.1.2	30-Sep-2019	USFFC
IND9*	Share lessons learned and operational guidance from the ongoing technical review of USS John S. McCain systems and procedures.	1	CR 7.3.6	28-Feb-2018	NAVSEA
IND10*	Establish a comprehensive fatigue and endurance management policy to implement fatigue recovery standards and codify a circadian ship and watch rotation routine for surface ships. Include in this policy an implementation plan (similar to the USCG Crew Endurance Management Program) which considers human factors and delineates operational restrictions to include "Go-No-Go" criteria for hours on task, and task limitations.	1	CR 8.3.3.1	28-Feb-2018	CNSF
<b>TRAINING</b>					

<b>TR01</b>	Restructure officer career paths, particularly for surface warfare officers, to refocus on mastering skills crucial to the Navy.	1	SRR 3.3.1	6-Jun-2018	OPNAV N1
<b>TR02</b>	Require officers to maintain a career record of watch-standing hours and specific operational evolutions for surface ship watch standers, similar to naval aviator flight hour logs and separate from current deck logs.	1	SRR 3.3.3	19-Jul-2018	CNSF
<b>TR03</b>	Establish minimum hour and evolution requirements to become/remain a qualified Officer of the Deck, Combat Information Center Watch Officer and Tactical Action Officer.	2	SRR 3.3.4	19-Jul-2018	CNSF



<b>TR04</b>	Evaluate the SWO career path from accession to major command including the scope and timing of formal training, sea/shore assignments, and Executive Officer and Commanding Officer sequence and timing. This evaluation should also incorporate a process to ensure an appropriate talent distribution of SWO candidates to the fleet in their first sea duty assignment.	1	CR 4.3.2.2	6-Jun-2018	CNP
<b>TR05</b>	Create an objective, standardized assessment program to assess individual seamanship and navigation skills over the course of a Surface Warfare Officer's career.	1	CR 4.3.1.1	6-Jun-2018	NETC
<b>TR06</b>	Provide additional fundamentals training for officers who qualified SWO without initial classroom training (e.g., SWOSDOC or B/ADOC) covering Automated RADAR Plotting Aid (ARPA), Electronic Chart Display and Information System (ECDIS), and Automated Information System (AIS).	2	CR 4.3.1.4	6-Jun-2018	CNSF

<b>TR07</b>	Improve Operational Risk Management training and education at all Surface Warfare Officer School milestone courses.	2	CR 4.3.1.3	15-Mar-2018	NETC
<b>TR08</b>	Update the Surface Warfare Officer Requirements Document to capture the metrics used to evaluate seamanship and navigation skills in Surface Warfare seamanship safety assessments.	1	CR 4.3.1.5	30-Sep-2018	CNSF
<b>TR09</b>	Revise the Surface Force Readiness Manual to define the Officer of the Deck requalification process and circumstances under which watch standers requalify on their current platform due to configuration changes.	2	CR 4.3.1.9	31-Dec-2017	CNSF
<b>TR10</b>	Evaluate use of Yard Patrol craft in all officer accession programs.	3	CR 4.3.1.7	16-Apr-2018	CNSF
<b>TR11</b>	Establish policy to define, maintain, and re-establish SWO currency (e.g., a Bridge log) that accounts for Surface Warfare Officer OOD, JOOD, and Conning Officer watchstations.	2	CR 4.3.2.4	19-Jul-2018	CNSF

<b>TR12</b>	Require successful completion of relevant simulator training scenarios to maintain watch-standing qualifications.	2	SRR 3.3.5	19-Jul-2018	CNSF
<b>TR13</b>	Improve shore-based Bridge trainers and add CIC functionality to team training facilities. Establish the requirement to include all watchstations associated with safe navigation in team trainers and determine any facility modifications or upgrades necessary to accomplish the integrated training. Leverage outside expert organizations (e.g., NASA Langley Research Laboratory, Crew Systems and Aviation Branch) to independently assess and recommend improvements to the training strategy.	1	CR 5.3.2	10-Dec-2018	CNSF
<b>TR14</b>	Improve current seamanship and navigation team training and certifications to include assessment in high shipping density, emergency and in extremis environments. This action should include establishing the curriculum to evaluate Bridge and CIC teams' ability to respond to navigation and ship handling scenarios in accordance with the Nautical Rules for non-standard and emergency situations, including in extremis.	1	CR 5.3.1	28-Feb-2018	CNSF
<b>TR15</b>	Improve current seamanship (MOB-S) and navigation (MOB-N) team training and certifications to include assessment of Bridge-CIC team performance up to and including the Commanding Officer.	1	CR 5.3.4	13-Jun-2018	CNSF
<b>TR16</b>	Implement a plan for all ISICs to evaluate the proficiency of the ships and crews to safely navigate in high-density traffic transits in the NSST as part of their ISIC navigation check ride after extended maintenance and before deployment.	1	CR 5.3.6	28-Feb-2018	CNSF

TR17	Update PQS standards for Bridge and CIC watchstations including navigation, radars, control systems, and team performance related to navigation and contact mgmt and avoidance.	2	CR 4.3.1.8	30-Sep-2018	NETC
TR18	Improve seamanship and navigation individual skills training for Surface Warfare Officer candidates, Surface Warfare Officers, Quartermasters and Operations Specialists. This effort should include at a minimum updating the curricula (content and durations) for Surface Warfare Officers, Quartermasters, Operations Specialists, and Electronics Technicians, for all career milestones from new accession to major command (for officers) or master-level (for enlisted).	1	CR 4.3.1.2	31-May-2019	NETC
TR19	Establish formal policy for requalification requirements for personnel temporarily assigned to ships and when changes in equipment configuration occur.	2	CR 6.3.2.2	31-Dec-2017	CNSF

TR20	Assess the alignment between foundational training for enlisted operators and technicians and the technology used in integrated Bridge system consoles to ensure operators can take appropriate actions in response to equipment casualties.	2	CR 7.3.12	31-Mar-2019	NAVSEA
TR21	Revise the NAVDORM to establish the SUWC as the primary surface contact management and contact avoidance watch station in CIC and establish formal SUWC training.	2	CR 5.3.7	6-Aug-2018	CNSF
TR22	Integrate Bridge and CIC evaluations for unit level seamanship and navigation training in shore-based team trainers, and during at sea training and certifications events. Commanding Officers shall be required to attend, and scenarios shall focus on high-density traffic transits.	1	CR 5.3.3	10-Dec-2018	CNSF
TR23	Recertify Bridge Resource Management training in the fleet concentration areas' Navigation Seamanship and Shiphandling Trainers to USCG standards.	1	CR 5.3.5	28-Feb-2019	NETC

<b>TR24</b>	Develop a plan to deliberately train and assess units under stress and fatigue conditions that implements risk controls during execution, and allows for recovery time afterward.	1	CR 8.3.2.1	13-Jun-2018	CNSF
<b>TR25</b>	Leverage the Navy Leader Development Framework (NLDF) competency and character development continuum similar to reinforce team building, team leadership and team effectiveness in support of the six sound shipboard operating principles.	3	CR 8.3.2.2	16-Apr-2018	OPNAV N1
<b>TR26</b>	Incorporate fatigue, crew endurance, and stress management into appropriate career milestone Surface Warfare Officer training and enlisted leadership courses.	1	CR 4.3.1.6	15-Jul-2018	CNSF/NETC

**MANNING (N1)**

<b>M1</b>	Discontinue the fleet up model for surface ships and place a shore tour between Executive Officer and Commanding Officer tours, except in exceptional cases mandated by unusual career paths for needs of the Navy. The SRR recognizes that there are likely costs associated with such a change, including the potential for lower retention, greater permanent change of station costs, and the need for longer or additional screening boards each year.	2	SRR 3.3.1.d	6-Jun-2018	CNSP
<b>M2</b>	Restrict the practice of surface warfare officers serving their second division officer tours on embarked staffs to those who were preselected to convert to a restricted line community.	2	SRR 3.3.1.e	5-Apr-2018	CNSP

<b>M3</b>	Review the number/length of department head tours and the number of department heads required per ship.	2	SRR 3.3.1.f	6-Jun-2018	CNSP
<b>M4*</b>	Establish a process to measure the true workload of ships crews, both periodically and after upgrades and modernizations, to determine if manpower models adequately predict personnel requirements at sea and in port. This should include identification and quantification of added demands and additional work that affect readiness and technical qualifications. This recommendation includes two similar GAO study recommendations.	1	SRR 3.3.2	28-Feb-2019	CNP (N12)
<b>M5</b>	Adjust ship manning levels to allow for adequate crew rest, performance of extraneous and collateral duties, training (routine, on the job, and new hardware/software) that occurs while aboard ship, and should include some excess capacity.	1	SRR 3.3.2.a	30-Sep-2019	CNSP
<b>M6*</b>	Conduct a comprehensive reassessment of the Navy standard workweek and make any necessary adjustments.	1	GAO-17-809T & GAO-17-413	28-Feb-2019	CNP (N12)
<b>M7*</b>	Update guidance to require examination of in-port workload and identify the manpower necessary to execute in-port workload for all surface ship classes.	1	GAO-17-809T & GAO-17-413	25-Jun-2018	CNP (N12)

<b>M8*</b>	Update guidance for reassessing the factors used to calculate manpower requirements periodically or when conditions change.	2	GAO-17-809T & GAO-17-413	1-Mar-2018	CNP (N12)
<b>M9*</b>	Identify personnel needs and costs associated with the planned larger Navy fleet size, including consideration of the updated manpower factors and requirements.	1	GAO-17-809T & GAO-17-413	28-Feb-2019	CNP (N10/N12)
<b>M10</b>	Improve the overseas and sea duty screening process to more rapidly identify those who will not screen for overseas and/or sea duty and to accelerate the process to identify replacement candidates.	2	CR 6.3.2.5	1-May-2018	CNP (NPC)
<b>M11</b>	Review the Overseas Screening, Sea Duty Screening, Overseas Tours Extension Incentives Program (OTEIP) and Exceptional Family Member programs to improve mitigation to manning assignments for all forward-deployed ships and squadrons.	2	CR 8.3.4.3	1-May-2018	CNP (OPNAV N13/NPC)



<b>M12</b>	Based on the results to date from the study of DDG manning requirements, conduct a pilot to supplement manning on one unit in basic phase and validate expected improvements in individual workloads. A unit in a similar basic-phase schedule should be used for comparison.	2	CR 8.3.2.3	31-Oct-2018	CNSP
<b>M13</b>	FDNF-J Manning	1	CPF	1-May-2018	CNP (NPC)
<b>M14</b>	Prioritize FDNF manning over CONUS	1	IG	1-May-2018	CNP (USFF)
<b>M15</b>	Review effectiveness of FDNF manning model given JFTR tour length requirements unique to C5F AOR.	1	C5F	1-May-2018	CNP (C5F)

M16	Establish human performance expertise at all Type Commander Staffs. Incorporate a human factors expert permanently on Echelon III staffs to institutionalize the Fleet Improvement and Operational Safety (FIOS) program and integrate it with the existing Afloat Safety Program.	2	CR 8.3.4.1	31-Dec-2018	USFF
M17	Establish Commanding Officer mentors in surface ship homeports. Assign senior mentors with proven at sea leadership experience to develop leadership skills and improve organizational capacity. The key components of this mentorship program will focus on seamanship and navigation, team building and operational safety.	2	CR 8.3.4.2	30-Sep-2019	CNSP
M18	Establish mental health evaluation support at the waterfront in all fleet concentration areas	2	CR 8.3.3.2	30-Sep-2019	CNSP (OPNAV 17/BUMED)

<b>M19</b>	Establish a single, longer division officer tour as the standard, with allowances for specific billet requirements. Emphasize that the focus of division officer tours should be building proficiency, especially in seamanship and navigation.	2	CR 4.3.2.3	5-Apr-2018	CNSP
<b>M20</b>	Align the number of SWO candidates assigned to ships with the billet requirements.	2	CR 4.3.2.1	6-Jun-2018	CNSP